An Examination of Long Tenure in Non-Profit Organizations: Keeping Valuable Employees with Diminishing Resources. A Case Study of Retention of Quality Workers in Non-Profits

Kiya L. Brown
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An Examination of Long Tenure in Non-Profit Organizations: Keeping Valuable Employees with Diminishing Resources. A Case Study of Retention of Quality Workers in Non-Profits

Abstract
Long tenured employees are a rarity in non-profit organizations because of the lack of resources to retain quality workers. It is important to understand the reasons why some employees stay with non-profits for ten years or more. Challenges are faced year to year with budget cuts, lack of resources and low pay increases. Hence, it is important that these organizations are able to retain quality workers with non-monetary benefits. Interviewing individuals with ten or more years of service at a particular nonprofit organization revealed common themes and reasons why employees stay. Some common themes that appeared were the opportunity for advancement and the variety of a position is correlated with employee tenure. Employees that believed in the mission of the organization increased the likelihood of them staying. Feedback on a regular basis was appreciated. Public recognition for a job well done did not increase an employee's likelihood of staying.

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A Case Study of Retention of Quality Workers in Non-Profits
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Dedication

I dedicate this paper and my degree to my parents. Although they were not with me physically in completing this great endeavor, their values, support, but most importantly love was felt when times were difficult. You both will always be in my heart. No greater love have I felt from two individuals that put everything before their own needs. I will continue on with the hopes, dreams, and pathway you have both set forth for me. I will always love you both.
Abstract

Long tenured employees are a rarity in non-profit organizations because of the lack of resources to retain quality workers. It is important to understand the reasons why some employees stay with non-profits for ten years or more. Challenges are faced year to year with budget cuts, lack of resources and low pay increases. Hence, it is important that these organizations are able to retain quality workers with non-monetary benefits.

Interviewing individuals with ten or more years of service at a particular non-profit organization revealed common themes and reasons why employees stay. Some common themes that appeared were the opportunity for advancement and the variety of a position is correlated with employee tenure. Employees that believed in the mission of the organization increased the likelihood of them staying. Feedback on a regular basis was appreciated. Public recognition for a job well done did not increase an employee’s likelihood of staying.
Chapter 1

Overview

Introduction

Recently, the YWCA of Rochester and Monroe County announced its plans to cut programs and staff as part of a restructuring plan for the organization. Unfortunately, this is not an uncommon headline in newspapers or the evening news. Country-wide, non-profit organizations are steadily making cuts in budgets, staff and programs, as it is a necessary practice that keeps struggling nonprofits in existence (Collins, 2006).

Interestingly enough, while restructuring offers short-term solutions to organizational bottom-lines, these acts often have long-term effects on the employees that remain. For example, left with the burden of more work than one can handle, many employees flee for better opportunities. As a result, very few employees stick around long enough to become valued, tenured employees of organizations and have ten or more years of service.

Overview of Problem

In the 21st century, finding people in organizations (for-profits and non-profits) with long tenure is increasingly rare. According to research conducted by the Bureau of Labor Statistics of the U.S. Department of Labor, (2004), the average American worker changes employers every four years. For-profit organizations have some advantages when it comes to inducing tenure, by using
"golden handcuffs." That is, for-profit organizations have the opportunity to attract and keep the best and brightest by offering bonuses and routine pay increases to keep good employees for longer terms of employment. These tactics can be effective during downsizing, moves overseas, and even as the company nears going out of business.

Meanwhile, most non-profit organizations do not have the compensation-related tools, which can encourage long tenure by good employees at for-profit organizations. Without some kind of incentive, it is a wonder then why some non-profit employees continue their service. Indeed, creative, money-strapped, non-profits would seem to need non-monetary related means to encourage long tenure. This realization leads to a question: How can non-profits accomplish the goal of keeping good employees without the attractive monetary tools and rewards of their for-profit counterparts? How can non-profits attract, retain and even on occasion, successfully compete against for-profits for the best and brightest? Employee retention is a major factor that can determine the longevity and success of a non-profit.

Employee retention is an ever-increasing problem. According to a survey conducted by SHRM and Career Journal.com in 2004, 35% of current employees were actively seeking new employment while another 40% were passively doing so. These numbers are alarming and suggest that with the right opportunity, an organization can experience multiple job vacancies in a short period of time.
Problem Statement

The relationship between job satisfaction and retention is not difficult to grasp when referring to for-profit organizations. For-profit organizations offer valued employees merit increases, bonuses, and other fringe benefits and perquisites each year. It is not uncommon to find employees with 10 or more years at a given for-profit company. Without question, long-term tenure in for-profits can be traced, at least in part, to financial rewards that tend to increase the longer the employee stays. The question is what keeps valued employees in non-profits for 10 – 15 years of service, when little or no significant financial inducement is available?

This question is difficult to answer. Non-profits typically suffer with limited resources, diminishing funds and stagnant salaries. Hence, there is a need for a study that examines valued long tenured employees at non-profit organizations and their reasons for staying. Such a study may shed light on how non-profits can be more effective in promoting retention with limited resources.

Purpose of the Study

The purpose of this case study is to evaluate the key reasons long tenured employees have stayed in three non-profit organizations, despite the ongoing lack of resources or assurance of employment. What are the true reasons employees come to work each day, given these significant challenges.
Research Questions

Q1. What are some of the factors that help lead long-tenured employees to stay at non-profit organizations?

Q2. Given the limited resources of non-profits, what inexpensive or non-monetary means are available to promote long-tenure?

Q3. Given findings of the previous questions what advice or recommendations can be made to non-profits to help encourage/support retention of valued employees?

Significance of Study

Despite the prevalence of literature on retention and job satisfaction, very little research has been conducted on long-tenured employees at non-profits, and why they stay. This study will benefit sponsors of non-profit organizations, human resource development (HRD) practitioners and researchers. It will offer tangible information and insights relating to long-term retention with limited resources. The information obtained could help resolve perpetual retention problems within the non-profit field.

More specifically, non-profit sponsors will benefit from knowing key determining factors that help to retain long-tenure employees, factors that can be capitalized upon by setting strategies for organizational success. Meanwhile, researchers will benefit from this case study because such heavily researched
topics—tenure, job satisfaction, and retention—will be expanded from their common for-profit surroundings to give new perspectives within the non-profit arena. Researchers will begin to understand if these concepts should be treated differently based on their occurrence in the non-profit environment, information which should also assist HRD practitioners working daily as change agents with respect to the cultural and operational practices of non-profit organizations.

Conceptual Framework

Many employers believe that high salaries and fringe benefits make the key difference in keeping employees satisfied with their jobs. Moreover, stability and advancement opportunities are certainly important. The general consensus is that these and other perquisites are likely to keep employees not only satisfied but loyal (Schneider, 2004). However, human resource development literature also suggests that despite common beliefs, employers do not really understand the needs of their employees (Kovach, 1995). Furthermore, when employees feel their needs are being unmet or misunderstood, they often seek new employment.

It is key for employers to enhance the employees work experience. Some methods to complete this is by succession planning, coaching, and reward programs.

Gryna, (1992) believes that the employee will feel better equipped/better motivated to the task when upper management includes employees in strategic goals for the company. To prevent turnover or job satisfaction, Gryna believes a
company's goals and objectives must be common knowledge not only to upper management, but also to the employees. As a result, employees will feel that upper management appreciates the extra effort they put into their work, and it is if tied to some level of reward, employees will usually feel increased motivation and job satisfaction.

Keeping employees engaged can help with promoting long tenure. Employees that are highly engaged rarely leave the organization (Frank, Finnegan, Taylor, 2004). Reward programs can assist with keeping employees engaged at their present organization.

Meanwhile, the Imperial Bank of Commerce believes employee ownership, leadership, and satisfaction affect the retention of their workers as well as customer treatment (Nichol, 1992). More simply put, according to Nichol, customers are likely to be treated the way employees are treated. That is why The Canadian Imperial Bank of Commerce adopted a reward and recognition plan to boost the satisfaction of employees and ensure top-level treatment of their customer base.

Research Design Overview

The data gathered to complete this case study were collected from qualitative interviews. The research included three non-profit organizations in Upstate New York that employed at least three long tenured employees of 10
years or more at the particular organization. The researcher developed all questions used.

Defining Terms

Tenure: is the act, right, manner, or term of holding, a position, or an office (Merriam-Webster Online Dictionary 2005). For the purposes of this study, the definition is extended further to indicate the act of holding employment at the organization for ten or more years.

Resources: is a source of supply or support, a natural source of wealth or revenue, computable wealth, a source of information or expertise (Merriam-Webster Online Dictionary 2005). For the purpose of the study, it should also be understood that resources in for-profits are more tangible (i.e., monetary benefits) while non-profits are considered intangible resources (i.e., non-monetary benefits).

Reward: For the purposes of this study the definition of reward is to give monetary payment.

Recognition: According to Merriam Online Dictionary recognition is a formal acknowledgment.

For-profit: Conducted or maintained for the purpose of making a profit.

Non-profit: Not conducted or maintained for the purpose of making a profit.

Employee Retention: is the effort by an employer to keep desirable workers in order to meet business objectives (Frank et. al, 2004).
Turnover: is the unplanned loss of workers who voluntarily leave and whom employers would prefer to keep (Frank et. al, 2004).
Chapter 2

Literature Review

Introduction

It is important to understand why high valued employees choose to stay with any organization for ten years or more. It is increasingly important to know why high valued employees choose to stay with a non-profit organization for ten years or more due to the opportunities to help non-profits strive. In this chapter significant factors that may increase retention among employees are explored.

Employee Retention

Employee retention is an effort by an employer to keep desirable workers in order to meet business objectives. The focus for HR is to retain valued employees. Keeping employees engaged is important when promoting retention. Retaining talent is a driver for the success of an organizations future. Employees that have a lack engagement to their place of employment lead to turnover. Employees that are highly engaged rarely leave the organization (Frank et. al, 2004). The cost for turnover should be a serious concern for non-profit organizations.

The U.S. economy suffered the cost of turnover an estimated $5 trillion annually (Frank et. al., 2004). Non-profits organizations most capitalize on retention and engagement of its employees due to limited funds and regular budget cuts.
Employee retention is a problem many for and non-profit organizations face today. In Employee Retention: Five Things to Know list important key factors of employee retention (Anonymous, 2006):

1. Some individuals are more valuable than others.

The author believes that an organization will be more successful when its efforts are concentrated on retaining high performers. The author further discusses the difference between high and low performers. High performers are said to be the employees who deliver outstanding service to clients and customers. Low performers are said to be the employees that complain often and have a poor work ethic, such as being chronically late.

2. People are unique and are motivated by different things.

It is advised to find out why your employees chose to stay or leave. The author recommends asking the employees at least four times per year. After conducting questionnaires, or interviews it is advised to take action on the knowledge gained.

3. Turnover rates in the first 90 days are higher than at any other time.

It is recommended to make employees feel that they belong especially in the first 90 days. It is advised by the author to build bonds even, send welcome cards, to show that they are part of the team.

4. If you love someone, don’t set them free.
The author suggests slowing down the process of leaving. It is recommended to find alternatives and offer to help combat an employee leaving the organization.

5. When people leave on good terms, they tend to remember you.

It is important to keep in touch for as long as 60 days after the employee has left the organization according to the author. At this time the employer can send updates about current job openings in the hopes that they might return or even refer a potential candidate.

Max Messmer (2004) notes that although companies are faced with budget limitations, it is more expensive to replace valued employees than to retain them. He states that boosting morale can give employees reasons to stay and does not cost much.

In a recent survey conducted by Messmer (2004) stated that an individual employee’s relationship with their manager has the greatest impact on job satisfaction. He makes four suggestions for bettering the relationship between an employee and their manager.

*Show a personal interest* is the first notion to help in maximizing retention efforts. Messmer further states it is important to understand employees’ goals to direct opportunities that are most suited to their interest.

*Be supportive* is the idea that managers must be aware of the risks for burnout. Due to increasing job functions, employees’ risk of burnout increases.
Messmer (2004) states it is important to inform employees that you are paying attention to their concerns.

*Be consistent and clear with all messages* is the communication approach surrounded by avoiding mixed messages. It is important to be consistent with suggestions and criticism for the similar situations for employees.

The suggestion of *Encourage professional growth* is developed around opportunities for advancement within the organization and making employees aware of them. It is also important to understand an employee’s current state and the gap so that they are prepared for a position. Training and development is generally the gap filler. It is important to provide these opportunities for the employee so that they are ready to advance (Messmer, 2004).

Providing competitive pay is also important. Underpaying an employee can make them feel devalued. The author states that pay is not the leading factor why employees leave or stay but it is still an important factor.

Roger Herman (2005) discusses how current economic growth is creating more job opportunities for job seekers. This will increase employees seeking jobs with other organizations and decrease retention efforts for their current organization.

Herman (2005) states it will be the job of HR managers to retain employees and decrease turnover and increase in profit by reducing costs related
to employee turnover, and improve workforce performance. These are the goals that will effect to organization in a positive manner, (2005).

The author (2005) believes that learning and improvement motivates people to stay at their current place of employment. The goal is to make talent retention a strategy involving employees, leaders and management at all levels.

Herman (2005) discusses the top five warning signs that employees are considering new opportunities outside of the current organization. They are as follows:

- It does not feel good around here.
- They would not miss me if I were gone.
- I do not get the support I need to get my job done.
- There is no opportunity for advancement.
- Compensation is the last reason most people leave.

It is important for employee retention specialists not only to recognize these warning signs, but also act upon them.

Reward Systems

Reward systems are widely used today to encourage positive outcomes for an employee’s quality of work. Rewards systems concurrently are believed to increase employee satisfaction. Determining if the reward system in place at non-profit organizations helps to increase productivity and employee satisfaction is important.
Past research shows a positive correlation between reward systems and employee satisfaction. According to Gillian Nichol (1992), customers are likely to be treated the way employees are treated. That is why The Canadian Imperial Bank of Commerce adopted a reward and recognition plan.

*Positive Correlations*

The Imperial Bank of Commerce implemented a reward system where employees must meet goals in order to receive rewards. The bank adopted less formal reward programs, “Most Valuable Team” and “Team Stars of Pride”. The bank believes employee ownership, leadership, satisfaction and focus are positively affected by the reward systems in place (Nichol, 1992).

Grynä (1992) believes that the purpose of a reward and recognition program is to encourage employees to work to achieve company and department goals. Therefore the company’s goals and objectives must be common knowledge not only to upper management but also to the employees.

Grynä (1992) believes that performance measures should be in place along with a reward system that is merit based. As a result, employees will feel that upper management will appreciate the extra effort put into their work. The author also believes that employee motivation for achievement will increase due to a reward system and that employee satisfaction will also concurrently increase.

The results showed that goal setting and reward contingency were the most important variables when dealing with employee satisfaction and performance. When dealing with pay, reward contingency was most important (2002). Therefore, the results contradict past research where employers believed pay was far more important.

*Negative Correlations*

Others believe that Reward Systems do the opposite with employee satisfaction. Research shows that reward and recognition programs decrease motivation, hinder learning and do not add value (Anonymous, 2005). There are conflicting findings on Rewards and Employee Satisfaction.

Some workers believe that performance management programs such as reward systems do not aid in employees improving in job performance. The author believes the solution is in changing how employees view their efforts to carry out the goals on performance (Anonymous, 2005).

In the article Employees Dissatisfied with Company Perks, the author states that employees are dissatisfied with monetary rewards offered by employers. Employees prefer to receive sporting, movie tickets, gift certificates and free lunches to name a few.

65 percent of employees were dissatisfied with the rewards offered by their employer. Employees are looking for other options other than salary
increases. The findings of the study indicated that all benefits did not require carrying a monetary value (Anonymous, 2005).

Employee Motivation

The impact of non-financial rewards on the motivation level of employees is explored by Hijazi, Anwar, and Mehboob. The study surprisingly finds that non-financial rewards did not have a positive impact on employee motivation (Hijazi et. al. 2007)

Contrary to the previous study, employee performance is a function of motivation and competency according to Skemp –Anit, and Toupence, (2007). Creating a favorable working climate is believed to encourage self-motivation.

Motivation can be defined as “the complex forces, needs drives tension states, or other mechanisms within us that will create and maintain voluntary activity directed toward the achievement of personal goals (Skemp –Anit et.al. 2007).

It is further discussed that motivation is a means that will assist in closing the gap between a person’s actual state and desired state of being. These stages can be reviewed through Maslow’s (1956) Hierarchy of Needs as seen in the figure below.
Figure 1: Maslow’s (1956) Hierarchy of Needs.

Motivation can help assist in keeping employees satisfied. There are tools that can assist with gaining and giving feedback to help employees develop within an organization. Coaching is a formal tool that can be used in providing feedback.

Coaching

Coaching is a method to give effective feedback to employees. Coaching can assist in keeping employees engaged. Szpekman (2007) states that feedback and coaching are essential to identify opportunities and to help employees prepare for future assignments. He further states this is one of the four necessary core competencies for effective communication for managers. Szpekman further states
the purpose of establishing core competencies such as feedback and coaching is to encourage staff to be the best at the work they do.

Coaching is described as a valuable tool for improving culture and morale of a company. The authors state organizational outcomes is affected by how coaching is managed (McDermott, Levenson, Newton, 2007).

Other benefits from coaching are improved organizational effectiveness, teamwork, and strategy. Coaching is thought to have a great impact on developing future leaders and employee's performance (McDermott et al, 2007). It is important to build future leaders within an organization. There are more formal ways to accomplish this.

*Succession Planning*

Succession planning is another method to keep employees engaged. William Arnone (2006) discusses managing succession planning. He defines succession planning as the transfer of business wisdom from one generation to the next. Risks for managing a succession plan are cash flow, culture, ability to compete for top talent and productivity. He advises prior to developing and implementing a succession program it is important to know what motivates the employees.

*Finding Leaders*

Succession plans can aide in retention of employees. Employees feel there are opportunities for advancement when succession plans are in place. Bernthal,
and Wellins (2006) state that organizations have many options when looking for qualified leaders. Some of the options are: improving the process for identifying leaders, strengthening leader development programs, and developing effective succession management systems. The authors further state that organizations with formal succession management programs are superior when it comes to business performance. It is important to have succession planning in place to ensure an organization will succeed for the long run.

Formal training, special projects, coaching and assignments can deliver succession planning. Succession management plans should be based on the organization’s strategic plan (Bernthal, et. al. 2006).

Conclusion

All of the topics discussed in chapter two show a correlation with employee retention. It is important for Human Resource Development Professionals to actively review processes in determining if an employee is satisfied with their current organization and position to detect possible problems that may be corrected.
Chapter 3

Methodology

Introduction

In this chapter the methodology that was used to collect the data for the case study and interviews conducted at the five non-profits will be presented. The first section will discuss the methods used to find some best practices in non-profits with long tenured employees. The next section will outline the methods used to find the key requirements that the organizations will need to develop and promote retention of outstanding employees. Limitations and delimitations of the study will be the final section of this chapter.

Methodology

A convenience sample of five non-profit organizations was asked to participate in the study. Each had at least three employees who have worked at the organization for at least 10 or more years. A presentation was given to the potential sponsors about the objective of the study. After the potential sponsors agreed to participate in the study, a consent form (see Appendix B) was completed.

The information about employees that fit the criteria of 10 or more years at the given organization was done with the assistance of the Human Resource Department. Interviews were scheduled during the workweek. The information
gathered from the questions of the study was analyzed based on common themes from the responses. Recommendations and feedback was offered to the organizations in the form of a report.

All information gathered is stored under a locked secure location. The identity of the volunteers and responses given will remain confidential. The notes from the study will be destroyed after a 6-month period. There is no harm or risk for the study participants.

*Data Collection Procedure*

*Research Question 1: What are some of the factors that help lead long-tenured employees at non-profit organizations to stay?*

*Interview Data Collection*

The researcher conducted eight interviews with five non-profit organizations: Catholic Family Center, Wayne ARC, Heritage Christian Services, Lifespan, and the Rochester City School District. Six of the professionals interviewed were female two were males. A consent form (Appendix B) and fact sheet (Appendix C) was supplied to each participant. The two forms were reviewed and the terms and conditions of the study were agreed upon prior to collecting data.

Participants were contacted via telephone. The consent form and fact sheet were either faxed or emailed to each participant. All employees were asked the same questions. The interview questions were as follows:
Interview Questions

1. On a 1-10 scale, how satisfied are you with the work that you do in your job?

2. You have over 10 years of service to this organization. Why have you stayed?

3. Have you ever entertained thoughts of leaving? Have you considered leaving for the private sector? Why/Why not?

4. What keeps you motivated to come to work each day? Do you believe your potential has been developed at this organization?

5. How do you like to be recognized for a job well done?

6. What are a few of the things your organization has done or does, which have encouraged you to stay?
Key themes from the interviews were noted to analyze the data. All interviews were conducted in the time period of May 2007 to July 2007. The research was then used to foster feedback for the participating organizations to help encourage and support long tenured value employees.

*Overview of Participating Organizations*

According to the Catholic Family Center homepage, The Catholic Family Center is Rochester's largest family service provider, helping nearly 63,000 people each year achieve independence with dignity. The mission of Catholic Family Center is:

"Catholic Family Center seeks to empower individuals, families and communities and uphold personal dignity, by working to eliminate obstacles that impede people from realizing their full potential"

**Wayne ARC**, a parent based organization, advocates for and serves persons of all ages with or without special needs. The Agency assists individuals in taking their full, independent, productive place in society through an array of quality-individualized services.

According to the Wayne ARC website it offers a variety of services to meet the needs of people with disabilities and their families. Some of the programs Wayne ARC offer are:

- Central Intake/Crisis Intervention
- Day Habilitation
Family Support
Guardianship
Karl D. Warner Clinic
Article 28 Clinic
Key Industries
Residential Services
Roosevelt Children’s Center
Service Coordination
Welfare to Work

**Heritage Christian Services** Mission according to its website is: to provide a living and working environment that reflects the love of Christ in action. Support and respect for each individual’s gifts, strengths and needs. Opportunity to mature, to learn and to grow. A life of dignity, worth and respect to which all are entitled as God’s created children. This is their rightful HERITAGE

Heritage operates 50 residences, serving over 300 men and women ranging in age from 18-80. The homes are located throughout the Rochester and Buffalo regions. Heritage offers a range of housing alternatives that meet each individual’s needs while promoting their greatest possible level of independence and ability. More than 800 men and women are waiting to get into a home in the
Greater Rochester area; Heritage Christian's waiting list number is over 250 people.

According to its homepage, **Lifespan** has been in existence since 1971. Lifespan mission is: “Lifespan is dedicated to providing information, guidance and services that help older adults take on both the challenges and opportunities of longer life. We provide many direct services, we advocate and we guide. We also provide community and professional education.

**The Rochester City School District**, according to its website has a rich history of excellence in urban education. Our schools provide a quality education for more than 34,000 students in pre-K through grade 12 and 11,000 adults.

“Rochester offers opportunities for students to enroll in world-class programs with world-class teachers and staff in supportive communities of learning. Our ongoing academic success is the result of the hard work of our students, the dedication of our employees, the generosity of our community partners, and most importantly, the involvement of our parents”.

*Research Question 2: Given the limited resources of non-profits, what inexpensive or non-monetary means are available to promote long-tenure?*

Recognition, feedback and perks are some non-monetary means available to promote long-tenure. Research shows a positive correlation between reward systems and employee satisfaction. Recognizing someone for a job well done can increase loyalty and a sense of belonging for an employee (Nichol 1992).
Interview Data Collection

Interview questions 4-6 (see Appendix A) were derived to answer this research question. Interviewees were able to provide feedback on reasons they stayed with the non-profit facing limited resources. Non-monetary perks, encouragement, and informal coaching methods were explained to the researcher. Prospects for advancement, training and development opportunities were also discussed.

Research Question 3: Given findings of the previous questions what advice or recommendations can be made to non-profits to help encourage/support retention of valued employees?

There are many ways to promote long tenure of valued employees with limited or no monetary resources used. According to Skemp–Arit, Toupence, creating a favorable working climate is believed to encourage self-motivation, (2007).

Limitations

Limitations are factors beyond the control of the researcher that limit the generalizability of the study’s findings and recommendations. These limitations will place restrictions on anyone that would like to replicate this case study. Limitations in the benchmarking study included: 1) lack of qualifying organizations that had tenured employees of 10 years or more, 2) lack of
qualifying organizations that were in existence of 10 years or more, 3) lack of
time to contact a wider array of non-profit organizations. Limitations of the
interviews were that some participants offered more information in response to
the questions asked. A full discussion of this study’s limitations appears in
Chapter 5.

Delimitations

Delimitations are factors under the control of the researcher that also limit
the study with the generalizability of the conclusions. The delimitations: 1)
limited questions for interview; 2) limited non-profit organizations; 3) limited
number of participants; 4) all organizations are located in the State of New York.
A full discussion of this study’s delimitations appears in Chapter 5.

Conclusion

The goal in interviewing the individuals with long tenure at Non-Profit
organizations is to reveal the motivation, purpose, and drive to stay when
resources are scarce. This can assist non-profit organizations with capitalizing on
the findings to facilitate good long-tenured employees and assist in finding ways
to reduce turnover.

Two methods were utilized to collect data for this case study. Data was
collected from reviewing literature, and conducting interviews. All data collected
was analyzed using a theme analysis. Research Questions were answered by the
data collected.
Chapter 4

Results

Introduction

The data collected from the Catholic Family Center, Wayne ARC, and Heritage Christian Homes are summarized in this section. The results are derived from personal interviews. The data obtained from the interviews are organized by question. Each interview question is followed by a summary of each respondent’s reply. Three to five summary points are at the end of each question. All interview questions follow this format.

Interview Results

<table>
<thead>
<tr>
<th>Non-profit Organization</th>
<th>Corresponding Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catholic Family Center</td>
<td>Respondents 1, 2, 3</td>
</tr>
<tr>
<td>Wayne Arc</td>
<td>Respondents 4, 5</td>
</tr>
<tr>
<td>Heritage Christian Services</td>
<td>Respondent 6</td>
</tr>
<tr>
<td>Lifespan</td>
<td>Respondent 7</td>
</tr>
<tr>
<td>RCSD</td>
<td>Respondent 8</td>
</tr>
</tbody>
</table>

Figure 2: Long-tenure employees listed according to their respondent number and their organization of affiliation.
Q1. On a 1-10 scale, how satisfied are you with the work that you do in your job?

**Respondent 1:** Nine.

**Respondent 2:** Nine pretty satisfied. Lots of variety.

**Respondent 3:** Nine, I transition into this role from EAP- I am fairly new to this position. I sought out this position. With growing and developing people I can give back to the organization as a whole. I am getting to know my work role. This is a close nit group. I want to learn more of the HR piece.

**Respondent 4:** Seven

**Respondent 5:** Nine. I’m very satisfied with the work I do!!! I do good work!!

**Respondent 6:** Eight. There is always room for improvement. Things change all the time. I am a little frustrated.

**Respondent 7:** I would say a perfect 10 as I am satisfied w/ my job.

**Respondent 8:** 8
Summary of Q1’s key points

1. All respondents had a high level of satisfaction with their current position with seven being the lowest in satisfaction.

2. Some respondents noted variety is found within their position. Not a monotonous position.
Q 2. You have over 10 years of service to this organization. Why have you stayed?

Respondent 1: Because I enjoy the work that I do. I have been here since 1990.

Respondent 2: I’ve held six different positions. There are many opportunities for growth. I started off as a part time worker, then to full time. All of the other positions have been with the same organization. I have completed my MSW, MBA and now SPHRM Certification while working for my organization.

Respondent 3: I have been here for 21 years. There are lots of reasons. There are opportunities to develop. I went back for education and the agency was very flexible during the time I went back to school. It offered new job opportunities. I started out in an internship. They bring in a renewed commitment. Succession planning is a huge focus. This organization is flexible and a balance between work and home. I had the opportunity to work part time now while working full time since I am able to use flexible time.

Respondent 4: I like the organization and its mission. I feel that I contribute to the success of the agency.

Respondent 5: I mainly like my job but also for the benefits (time off, holidays, getting to leave early)

Respondent 6: I am a hands on people person. I enjoy seeing individuals grow and learn. It is great to see others accomplish things we take advantage of.

Respondent 7: I have almost 13 yrs. w/this organization and I stay because I am content.

Respondent 8: I’ve worked here for 19 years. 32 years for City School district overall. I have a like for kids. I can relate to kids well. I get a joy for helping others. It doesn’t seem like a job. It’s fun.
Summary of Q2’s key points

1. Respondents noted the opportunities to advance within their organization.
2. Respondents believed in the Mission of the organization.
3. Opportunities to further education and development are key factors.
4. Benefits, salary and time off.
Q 3. Have you ever-entered thoughts of leaving? Have you considered leaving for the private sector? Why/Why not?

**Respondent 1:** Yes, when the kids get me mad! I'm joking. I have looked for other opportunities. It is very healthy to understand your value. For profit businesses are able to work where non-profit agencies work. For profits are able to get involved in the community.

**Respondent 2:** Yes, after I received my MBA, I was offered positions with different organizations. I decided to stay even with higher rates and more benefits offered to me. Yes, when I felt it was time to move to another organization, I consulted others but I never pursued it past the inquiries.

**Respondent 3:** Yes, when I was in my "Restart" Role as a child therapist, I was laid off because of funding. There were other job openings within the organization and outside the organization. This was a brief period of time when I was considering other employment. I was informed of a job opening in EAP. I withdrew my application then later submitted it. I interviewed for the opening and then received the position. Training and development made sense.

**Respondent 4:** I have entertained the thought of leaving on several occasions. I have explored opportunities in the private sector, as well as with other not-for-profits. The reasons for looking elsewhere have varied, but oftentimes it has been for greater financial reward.

**Respondent 5:** I've thought about it only for the money but I generally like all the people who work here (staff and consumers) & I'm close to home.
Respondent 6: Yes. Yes because of the hours I work. There is more money to be made and I they accommodate my home life and schedule.

Respondent 7: I sometimes contemplate leaving for a greater opportunity with the opportunity for growth and greater fringes.

Respondent 8: I had some thoughts that comes with the territory. I had job offers but again money has never been a motivator for me. Sometimes if I see the opportunity for improvement I look for other opportunities. That doesn’t last all day. I can’t wait to go in the next day.
Summary of Q3’s key points

1. Every respondent considered pursuing the private sector based on pay increases, benefits, bonuses etc.

2. Respondents considered leaving due to funding challenges at their organization.

3. Many decided to stay because of loyalty to their organization, and non-monetary benefits such as time off, flex-time, gift certificates and career development.
Q 4. What keeps you motivated to come to work each day? Do you believe your potential has been developed at this organization?

**Respondent 1:** I challenge myself with planning and activities. Trying to do better. Find new things for program and feedback good or bad it keeps me motivated.

**Respondent 2:** Motivation, I own my job. I am independent, but I can collaborate and work with a team. I am able to balance with all the jobs I held. I like coming to work and I don’t dread Mondays. I actually come to work early. Everyday is a new challenge. I use my social work skills, and process a lot using my MBA. HR brings a huge wealth of experience, compliance, etc. Learning something new, the variety and growing professionally are motivators. I am currently involved in leadership development, active in the community and succession planning.

It is rare for some non-profits, but there is room for growth. There is a position available for VP of HR, CEO, VP and Senior VP positions available. I have not reached the glass ceiling.

**Respondent 3:** Variety. I have purposely chosen positions in the last 10 years. I transitioned from counseling to other organizational opportunities from training and personal growth. I am affiliated to a bigger and better purpose. Someone said to me, “I’m glad you’re here for all of us.” I am able to give back more and even more comprehensively.

I have more to develop. I definitely feel that I have been cultivated. I’ve been told, “You have what it takes, go back to school to receive the degree.” There is a commitment of being hired as a full time worker. Different supervisor style keeps me motivated. There are opportunities across the board to grow and learn. The older I get, the less defensive I am that I don’t know it all. This helps me to maximize growth and bring to the table more opportunities to grow and learn.

**Respondent 4:** The motivation for coming to work each day is money. I like what I do and I enjoy coming to work, unlike some people, I do not define myself by what I do for a living. It helps to have a job that I enjoy, but if I could make more money sweeping floors, then that’s what I would be doing.
**Respondent 5:** The hours & I like my job & the people here

**Respondent 6:** There is a welcoming, home feeling because it is a group home. You take on the role of family. The consumers are happy to see you.

Yes, I developed skills I didn’t get to use. CPR, First Aid, medication and leadership courses dealing with parents, staff and people with disabilities.

**Respondent 7:** I’m motivated by the fact that I enjoy my job.

**Respondent 8:** My motivation came from my faith in God. I see my job I have been commissioned to work this job. I put my trust and faith of God. This is God destiny for me. No, I have not reached my potential. I did a lot to make a difference. I know there is a bigger calling for me. I did my best.
Summary of Q4's key points

1. Respondents felt a sense of owning their positions.

2. Variety is a key factor why participants stayed with organization.

3. Pay is a factor for motivation.

4. Training and Development opportunities within the organization.
Q 5. How do you like to be recognized for a job well done?

**Respondent 1:** I like to be recognized for a job well done verbally by my supervisor. A certificate, employee of the month etc is not necessary.

**Respondent 2:** I like to be recognized by my CEO. One on One meetings with the CEO is important. We meet on a bi-weekly basis. The CEO respects and understands what I do. HR stays out of drama and chaos. I am the neutral party. I need the support of the CEO. She acknowledges and supports what I do. I don’t need any rewards! The CEO has my back and grateful for what I do.

**Respondent 3:** I am an “I” influencer from Meyers Briggs. I don’t mind public recognition but I do like specific and effective feedback. Perks from time to time are nice (gift cards, take off time for working more during the week or longer. Thank you cards are nice. Opportunities to hear and know I fit into this role, team and organization are important. I like the perks whether the agency or supervisor initiates them.

**Respondent 4:** Quietly. That is, I do not want a lot of fanfare to recognize my work, but to have my work recognized by my supervisor is important. A simple “nice job on that project” is all I need.

**Respondent 5:** Being told I did something right & well is always nice.

**Respondent 6:** A verbal thank you. It’s not necessary to receive a certificate or reward. That’s what keeps me encouraged to stay.

**Respondent 7:** I’m always happy and feel recognized when I can see the fruit of my labor, for me that is a job well done.

**Respondent 8:** I don’t like being recognized. I like a thank you. I receive phone calls from kids doing well that were impacted from recommendations, counseling given to them. I receive calls from all over the country not only recent graduates but graduates from years ago. I have a student that is going to be a Vice Principal. She was the worse student but look at her now. I stuck with her
Summary of Q5’s key points

1. Public recognition is not a requirement by the respondents.

2. Respondents appreciated feedback, verbal acknowledgement of a job well done by superior.

3. Non-monetary perks such as tickets, gift cards, and additional time off.
Q 6. What are a few of the things your organization has done or does, that have encouraged you to stay?

**Respondent 1:** Restructuring target and reach clients we work with. Looking for trends, innovation of the organization and offering new training opportunities.

**Respondent 2:** I moved from social work to diversity and training. The company came to me. I went from diversity and training to general HR. Now I am the director of HR. As I’m moving up my supervisor is asking me, “What’s next, what else do you want to do?” This is very unique. I have the potential to move up and do better.

**Respondent 3:** Training and opportunities to move around. This was a tough move and it wasn’t planned. I received support from others and transitioned. It helps talking about development opportunities. People believing you’re capable of bigger roles and telling you that directly. There is diversity across the agency activities with other departments.

**Respondent 4:** The supervisors that I have worked for at this agency have always allowed me to run my programs without micromanaging. I have earned the trust and respect to run my programs as I see fit and allow my employees the flexibility that I have been given. That flexibility is a great benefit that cannot be quantified and it plays a big part in why I continue to stay with the agency.

**Respondent 5:** When I am allowed to leave anywhere from 1/2 hr to 45 minutes early on Fridays during the summer months and days before long weekends. We have summer picnic lunch for staff. Also if our kids are sick we don't have a hard time with leaving to get them or go to doctor’s office for appointments.

**Respondent 6:** Always room for advancement. Nothing stays the same. Incentives, but not so much the money aspect. Seeing people’s lives change to being properly taken care of. Really seeing others happy and content.

**Respondent 7:** The agency's flexibility has been a major factor of why I’ve stayed here as an employee.

**Respondent 8:** Teamwork with staff, faculty and students a sense of family. I don’t feel intimidated. Our kids felt the safest then any other students. We are welcoming. We worked together and the kids see it.
Summary of Q6’s key points

1. Changing the organization's structure, development, and focus are key factors why individuals choose to stay within their organizations.

2. Opportunities for advancement.

3. The reward of seeing someone’s life changed during the process of work.

4. Informal mentoring, coaching, and succession planning.
Summary of Results

Employees noted that some reasons why they stayed were due to variety in their current positions. The opportunity for advancement in their organizations is another factor why employees stay. Employees who believed in their organization’s mission are more loyal to their employer. Employees also appreciate non-monetary perks.

Conclusion

The results of the interviews were outlined in this section. Following each response to the interview question, a summary of key points was given. The final section noted the recommendations for encouraging and supporting the retention of long tenured employees. This will be further discussed in the next chapter.
Chapter 5

Recommendations

Introduction

The purpose of this chapter is to discuss the key findings and their interpretation from research questions 1 and 2 and how these are incorporated to address research question 3. This chapter is divided into three parts. Part A relates key findings from the literature to data collected from the interviews. In Part B, the interview data from questions 1 and 2 are used to develop recommendations for the participation organizations. Finally, Part C discusses the implications and conclusions of the case study.

PART A: Discussion of Key Findings

Finding 1 Employee satisfaction is a leading factor to inducing high valued employees to continue working at non-profit organizations for long tenures.

Consistent with much of human resource development research, an employee must be satisfied with their place of employment and job duties. It is imperative for direct management to ensure an employee is satisfied. This can help reduce turnover and can increase the tenure of valued and loyal employees.
Finding 2: Monetary perks are not the only way to reward employees.

Given today's business climate where restructuring is commonly used to meet fiscal challenges, it becomes increasingly important that human resource professionals seek out other cost-effective ways to reward employees. Another major finding of this study supports the notion that monetary perks do not need to be the sole form of reward for employees. Many employees will accept other non-traditional perks, particularly if they help maintain work-life balance in their lives. In other words, allowing additional time-off for long weeks or hours at work, flexible time for doctor appointments, family tickets for local events or gift certificates for perfect attendance are all effective forms of reward that let the employee know their hard work is not appreciated.

Finding 3: Employee motivation is an important factor of work that should be periodically assessed in order to retain good employees.

Human Resource Professionals can hire outside consultants to conduct needs assessments and questionnaires about employee motivation. In these sessions employee satisfaction, intent to stay with the company, and reasons why satisfaction, motivation and intent to stay are low or high can all be reviewed.

This is valuable information for the organization so that common themes can be looked at with this routine checkup. Changes can be implemented by using these questionnaires as tools to assist in increasing motivation.
Finding 4: Recognition is effective in making employees feel a part of the organization in the form of direct feedback from direct supervisors to their employees.

There are simple ways to give feedback, such as with regular one on one meetings with staff. These meetings can be scheduled once a week, month, or twice a month. It is important to give feedback on the good and the bad. Informing an employee of a job well done is important and expected but if something were done wrong employees would also like to know. If something is going unnoticed for a long time the employee will consider their worth not vital to the organization.

Finding 5: Employees are searching to find their worth in other organizations.

It is important to show employees how they are valued at their current place of employment. Annual and semiannual reviews help employees to know if they are on track for job performance. Annual merit increases should be given to help employees sustain and adjust for the cost of living. Without it, employees will seek out other opportunities. Making sure they are satisfied and they are not being shorted on the work they perform will increase the likelihood that high value employees will stay.
Finding 6: Succession planning is necessary to help map out timelines and goals for employees to assure them they fit in the organization for the long-term.

If an employee feels there are no opportunities for advancement they will become complacent in their current jobs. Their motivation will decrease because they feel they have reached their plateau, or potential, within the given organization. Growing your organization and the opportunities within and advancing current employees will increase the sense of loyalty. It is also important to keep in mind that some employees feel satisfied in their current position and do not want to be promoted. They just need to be assured their position will exist in weeks, months and years to come.

Finding 7: Coaching is a tool that should be adopted in promoting feedback and understanding where the employee’s goals stand within the organization.

Coaching is a very helpful tool in expressing concerns and informing an employee of outstanding performance. Goals can be set, reviewed and worked on to help employees improve overall in their job performance. This is also another way to prepare employees for new opportunities within the organization.

PART B: Encouraging/Supporting Retention of Valued Employees

Goals and Benefits

It is necessary that the encouragement and support of retention of valued employees be a deliberate effort within organizations. An example of a deliberate effort is reviewing retention during the first 90 days of employment, interviewing
employees with questionnaires and making sure they are on board with the company’s goals. An example of an effort that is not deliberate is a manager having an impromptu discussion with a new employee during the first 90 days and asking how everything is going. This is because the ultimate goal of such organizational efforts is to increase satisfaction and reduce turnover so that long tenure, valued employees will stay.

The culmination of the data collected and an understanding of Human Resource Development literature, has led to a plan for encouraging organizational retention through creation of a positive organizational environment offering non-monetary rewards. This plan is delineated in greater detail in the section that follows.

*Participating Organizations*

Participating organizations will receive direct feedback and the opportunity to further interview employees with long tenure within their organization. The non-profits are welcomed to participate as a whole organization versus a sample of the study. Feedback and suggestions from the study will be presented to upper management with the opportunity for assistance to implement some of the recommended changes. The researcher believes this is an important for the participating organizations. It will be a checkpoint on employee satisfaction. Another benefit is that the organizations are able to look
into areas in which could use improvement and areas in which they are doing well.

Potential Organizations

Potential non-profit organizations have the opportunity to adopt the plan outlined in the study to help support and encourage employees to stay longer. Human Resource Development Professionals are able to model their organization with some of the suggested changes. For example an organization that does not have a fixed reward plan can review the current ways they do or do not reward employees. At that point they can create a reward program that consists of monetary and non-monetary rewards. These are some of the factors that increased employee motivation, satisfaction and led to tenure of ten years or more. The researcher believes through questionnaires, employees will be more likely to express their wishes and most importantly their needs.

Expected Costs

The suggestions given to encourage and support retention of valued employees are primarily in non-monetary ways. It is standard to have merit increases in order for an employee to feel that they are valued.

Cost will come into consideration for training and development. This will entail either the existing program in use or developing new programs to help employees learn more about their current position and prepare them for advanced positions. Rewards and recognition programs may be implemented to increase
employee satisfaction and retention of employees. Below is an estimate to
implement small changes to impact employee satisfaction and retention. This is
based on a small organization of 50 employees or less.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Gift Certificates</em></td>
<td>$2000</td>
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<tr>
<td><em>Additional Vacation Days</em></td>
<td><em>Time</em></td>
</tr>
<tr>
<td><em>Tickets</em></td>
<td>$2000</td>
</tr>
<tr>
<td><em>Regular Feedback Sessions (coaching)</em></td>
<td><em>Time</em></td>
</tr>
<tr>
<td><em>Employee Appreciation Day (employee benefits)</em></td>
<td>$2500</td>
</tr>
<tr>
<td><em>Total Estimate Cost</em></td>
<td>$4000</td>
</tr>
</tbody>
</table>

Figure 3: Sample Budget

Training

Human Resource Professionals should conduct training sessions with
senior management, supervisors, management teams and any person who holds a
position with individuals who report directly to them. In these training sessions,
the method of effective coaching should be reviewed. This will not only help
individuals with improving employee skills in their current positions, but also
prepare them for prospective positions in the future. The researcher believes that
regular feedback from coaching is a tool that not only helps the employee with a
check on progress, but it is also a tool to ready employees for new tasks, projects and skills to advance within their organization.

*Tracking Progress*

Periodic needs assessments, and focus groups will be conducted to measure employee satisfaction. Yearly surveys about overall satisfaction with employee’s current position should be conducted. Regular coaching sessions should be scheduled between the workers and their supervisor to provide feedback on their progress. During these sessions supervisors are able to reward workers for a job well done.

*Length of Time*

The length of time needed for the recommended changes is an ongoing process. There will be times when the focus on rewards, employee satisfaction and succession planning is revisited. It will be a constantly changing process in order for it to be an effective one.

*Timeframe for recommendations*

The timeframe to implement the recommendations is six months to one year. This will allow a sufficient amount of time for training on coaching skills, meetings and focus groups to create a deliberate strategic plan on encouraging and supporting retention of valued employees.
PART C: Implications and Conclusions

Implications for HRD practice

Knowing the challenges non-profit organizations face with funding of programs, positions and retaining valued employees, it is important to capitalize on non-monetary ways to increase employee satisfaction. Increasing employee satisfaction with deliberate courses of action will help promote long tenured, valued employees.

Examining long tenured employees in non-profit organizations is influential on HRD in that this is not a widely studied area. Non-monetary rewards, employee satisfaction, loyalty, and retention are themes that can be explored more to help save funds for non-profits given their limited resources.

HRD practitioners will benefit from this study. Listed below are some ideas HRD practitioners will find helpful from the study:

- This study outlined non-monetary benefits to help increase employee retention and satisfaction.
- This study discussed feedback as a tool that will increase employees’ sense of belonging and loyalty to the organization.
- This study posited that succession planning can aide in making employees aware of opportunities for advancement within the given organization opposed to looking outside of the organization.
Implications for HRD research

The participating organizations and Human Resource practitioners will benefit from this study. The organizations will benefit due to feedback and knowledge being shared between employees and supervisors. The non-profit organizations can take deliberate actions to increase some factors that have a direct relationship with tenure of employees. Some actions may be:

- Change management program to address the need of increasing retention,
- Career development through succession planning,
- Effective communication and feedback between staff through coaching
- Employee appreciation through rewards programs which in return will have a positive effect on employee satisfaction.

Human Resource practitioners may benefit from this study because this topic is not widely researched. Benchmarking practices can be implemented at non-profit organizations to study further and measure the efforts of increasing employee tenure given the challenges faced at non-profit organizations. This study can assist in developing programs that will use mostly non-monetary means to increase employee tenure with in non-profit organizations.

Suggestions for future research in HRD

There are several potential areas of study for future research. Listed below are suggestions for further research that will impact non-profit organizations:
- A study could be conducted that examines positive and negative correlation between rewards and employee satisfaction in non-profit organization.

- A study could be conducted that examines employee satisfaction in regards to employee long tenure.

- A study could be conducted on why employees choose non-profit organization for careers opposed to for profits.

- A study could be conducted to examine the benefits of coaching and employee loyalty in non-profit organizations.

- A study could be conducted on succession planning and whether it increases or decreases turnover and increases employee retention in non-profit organizations.

_Suggestions for future research at participating organizations_

Future research should be conducted at the participation organizations to see if retention increases among their employees. The researcher believes the method of interviews is helpful but should be coupled with other helpful methods such as focus groups. This will hopefully draw out common concerns of employees in an organization. After the timeframe of one year and implementing a reward program, coaching, and succession planning at a given organization these measurements should be evaluated: employee satisfaction, turnover rate and employee motivation.
Conclusion

There are many reasons why employees will not stay at an organization with decreasing benefits and uncertainty of their jobs existing the next year, month, week or day. The average number of years an employee will stay at any given organization is four years according to research conducted by the Bureau of Labor Statistics of the U.S. Department of Labor, (2004).

It is fascinating to find employees at non-profit organizations for 10 years or more. It is more fascinating for organizations to understand factors that increase employee tenure and to deliberately act on increasing retention in non-profit organizations.

This study has examined long tenured employees in non-profit organizations for 10 years or more. Participants disclosed information about feedback, motivation, employee satisfaction, reward systems and whether the employees felt they reached their potential at their present place of employment.

The researcher was very surprised to find that employees did not share some of their concerns with the organizations. They were very satisfied. Given that the interviews were conducted in person the researcher believes it hindered an aspects of negative feedback. With the participant knowing the subjects in the project, it seemed as if they were inclined to answer one way and to ignore the challenges of the organization. For example question 1 of the interview asked On a 1-10 scale, how satisfied are you with the work that you do in your job?
Respondent 4 rated seven. This is not a high score for satisfaction and seemed passive. Continuing the interview, respondent 4 was limited in answering questions and were generally with a positive spin.

This case study has provided relevant information to the participating non-profit organizations. The information used can aide not only the participating organizations but also other non-profit organizations in retaining employees during challenging times. This case study can lead to other areas of interest to be researched and discussed in the field of HRD for non-profit organizations.
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Figure 1: Maslow’s Hierarchy of Needs

Figure 2: Long-tenure employees listed according to their respondent number and their organization of affiliation.

Figure 3: Sample Budget
Appendix A

Interview Question

1. On a 1-10 scale, how satisfied are you with the work that you do in your job?

2. You have over 10 years of service to this organization. Why have you stayed?

3. Have you ever entertained thoughts of leaving? Have you considered leaving for the private sector? Why/Why not?

4. What keeps you motivated to come to work each day? Do you believe your potential has been developed at this organization?

5. How do you like to be recognized for a job well done?

6. What are a few of the things your organization has done or does, that have encouraged you to stay?
Appendix B

Interview Responses

Q1. On a 1-10 scale, how satisfied are you with the work that you do in your job?

Respondent 1: Nine.

Respondent 2: Nine pretty satisfied. Lots of variety.

Respondent 3: Nine, I transition into this role from EAP- I am fairly new to this position. I sought out this position. With growing and developing people I can give back to the organization as a whole. I am getting to know my work role. This is a close nit group. I want to learn more of the HR piece.

Respondent 4: Seven

Respondent 5: Nine. I’m very satisfied with the work I do!!! I do good work!!

Respondent 6: Eight. There is always room for improvement. Things change all the time. I am a little frustrated.

Respondent 7: I would say a perfect 10 as I am satisfied w/ my job.

Respondent 8: 8
Q 2. You have over 10 years of service to this organization. Why have you stayed?

Respondent 1: Because I enjoy the work that I do. I have been here since 1990.

Respondent 2: I’ve held six different positions. There are many opportunities for growth. I started off as a part time worker, then to full time. All of the other positions have been with the same organization. I have completed my MSW, MBA and now SPHRM Certification while working for my organization.

Respondent 3: I have been here for 21 years. There are lots of reasons. There are opportunities to develop. I went back for education and the agency was very flexible during the time I went back to school. It offered new job opportunities. I started out in an internship. They bring in a renewed commitment. Succession planning is a huge focus. This organization is flexible and a balance between work and home. I had the opportunity to work part time now working full time I am able to use flex time.

Respondent 4: I like the organization and its mission. I feel that I contribute to the success of the agency.

Respondent 5: I mainly like my job but also for the benefits (time off, holidays, leave early)

Respondent 6: I am a hand on people person. I enjoy seeing individuals grow and learn. It is great to see others accomplish things we take advantage of.

Respondent 7: I have almost 13 yrs. w/this organization and I stay because I am content.
Respondent 8: I’ve worked here for 19 years. 32 years for City School district. I have a like for kids. I can relate to kids well. I get a joy for helping others. It doesn’t seem like a job. It’s fun.

Q 3. Have you ever-entertained thoughts of leaving? Have you considered leaving for the private sector? Why/Why not?

Respondent 1: Yes, when the kids get me mad! I’m joking. I have looked for other opportunities. It is very healthy to understand your value. For profit businesses are able to work where non-profit agencies work. For profits are able to get involved in the community.

Respondent 2: Yes, after I received my MBA, I was offered positions with different organizations. I decided to stay even with higher rates and more benefits offered to me. Yes, when I felt it was time to move to another organization, I consulted others but I never pursued it past the inquiries.

Respondent 3: Yes, when I was in my “Restart” Role as a child therapist, I was laid off because of funding. There were other job openings within the organization and outside the organization. This was a brief period of time when I was considering other employment. I was informed of a job opening in EAP. I withdrew my application then later submitted it. I interviewed for the opening and then received the position. Training and development made sense.

I have entertained the private sector in the realm of training and development due to the pay. There is a huge salary discrepancy with non-profits and for profit organizations. I decided to stay with non-profits. I am a team player on an organizational standpoint. I did not want to work as a consultant. It does not meet my needs or wants. A job would have to offer spectacular options. I had options in the corporate role. It didn’t fit who I was.

Respondent 4: I have entertained the thought of leaving on several occasions. I have explored opportunities in the private sector, as well as with other not-for-profits. The reasons for looking elsewhere have varied, but oftentimes it has been for greater financial reward.
Respondent 5: I've thought about it only for the money but I generally like all the people who work here (staff and consumers) & I'm close to home.

Respondent 6: Yes. Yes because of the hours I work. There is more money to be made and I they accommodate my home life and schedule.

Respondent 7: I sometimes contemplate leaving for a greater opportunity with opportunity for growth and greater fringes.

Respondent 8: I had some thoughts, that comes with the territory. I had job offers but again money has never been a motivator for me. Sometimes if I see the opportunity for improvement I look for other opportunities. That doesn't last all day. I can't wait to go in the next day.
Q 4. What keeps you motivated to come to work each day? Do you believe your potential has been developed at this organization?

Respondent 1: Challenge myself with planning and activities. Trying to do better. Find new things for program and feedback good or bad keeps me motivated.

Respondent 2: Motivation, I own my job. I am independent, but I can collaborate and work with a team. I am able to balance with all the jobs I held. I like coming to work and I don’t dread Mondays. I actually come to work early. Everyday is a new challenge. I use my social work skills, and process a lot using my MBA. HR brings a huge wealth of experience, compliance, etc. Learning something new, variety and growing professionally are motivators. I currently involved in leadership development, active in the community and succession planning.

It is rare for some non-profits, but there is room for growth. There is a position available for VP of HR, CEO, VP and Senior VP positions available. I have not reached the glass ceiling.

Respondent 3: Variety purposely chosen positions in the last 10 years. I transitioned from counseling to other organizational opportunities from training and personal growth. I am affiliate to a bigger and better purpose. Someone said to me, “I’m glad you’re here for all of us.” I able to give back more and even more comprehensively.

I have more to develop. Definitely feel that I have been cultivated. I’ve been told, “You have what it takes, go back to school to receive the degree.” There is a commitment of being hired as a full time worker. Different supervisor style keeps me motivated. There are opportunities across the board to grow and learn. The older I get, the less defensive I am that I don’t know it all. This helps me to maximize growth and bring to the table more opportunities to grow and learn.

Respondent 4: The motivation for coming to work each day is money. I like what I do and I enjoy coming to work, unlike some people, I do not define myself
by what I do for a living. It helps to have a job that I enjoy, but if I could make more money sweeping floors, then that's what I would be doing.

Respondent 5: The hours & I like my job & the people here

Respondent 6: There is a welcoming, home feeling because it is a group home. You take on the role of family. The consumers are happy to see you.

Yes, I developed skills I didn't get to use., CPR, First Aid, medication and leadership courses dealing with parents, staff and people with disabilities.

Respondent 7: I'm motivated by the fact that I enjoy my job.

Respondent 8: My motivation came from my faith in God. I see my job I have been commissioned to work this job. I put my trust and faith of God. This is God destiny for me. No, I have not reached my potential. I did a lot to make a difference. I know there is a bigger calling for me. I did my best.
Q 5. How do you like to be recognized for a job well done?

**Respondent 1:** I like to be recognized for a job well done verbally by my supervisor. A certificate, employee of the month etc is not necessary.

**Respondent 2:** I like to be recognized by my CEO. One on One meetings with the CEO is important. We meet on a bi-weekly basis. The CEO respects and understands what I do. HR stays out of drama and chaos. I am the neutral party. I need the support of the CEO. She acknowledges and supports what I do. I don’t need any rewards! The CEO has my back and grateful for what I do.

**Respondent 3:** I am an “I” influencer from Meyers Briggs. I don’t mind public recognition but I do like specific and effective feedback. Perks from time to time are nice (gift cards, take off time for working more during the week or longer. Thank you cards are nice. Opportunities to hear and know I fit into this role, team and organization are important. I like the perks whether the agency or supervisor initiates them.

**Respondent 4:** Quietly. That is, I do not want a lot of fanfare to recognize my work, but to have my work recognized by my supervisor is important. A simple “nice job on that project” is all I need.

**Respondent 5:** Being told I did something right & well is always nice.

**Respondent 6:** A verbal thank you. It’s not necessary to receive a certificate or reward. That’s what keeps me encouraged to stay.

**Respondent 7:** I’m always happy and feel recognized when I can see the fruit of my labor, for me that is a job well done.

**Respondent 8:** I don’t like being recognized. I like a thank you. I receive phone calls from kids doing well that were impacted from recommendations, counseling given to them. I receive calls from all over the country not only recent graduates but graduates from years ago. I have a student that is going to be a Vice Principal. She was the worse student but look at her now. I stuck with her
Q 6. What are a few of the things your organization has done or does, that have encouraged you to stay?

Respondent 1: Restructuring target and reach clients we work with. Looking for trends, innovation of the organization and offering new training opportunities.

Respondent 2: I moved from social work to diversity and training. The company came to me. I went from diversity and training to general HR. Now I am the director of HR. As I’m moving up my supervisor is asking me, “What’s next, what else do you want to do?” This is very unique. I have the potential to move up and do better.

Respondent 3: Training and opportunities to move around. This was a tough move and it wasn’t planned. I received support from others and transitioned. It helps talking about development opportunities. People believing you’re capable of bigger roles and telling you that directly. There is diversity across the agency activities with other departments.

Respondent 4: The supervisors that I have worked for at this agency have always allowed me to run my programs without micromanaging. I have earned the trust and respect to run my programs as I see fit and allow my employees the flexibility that I have been given. That flexibility is a great benefit that cannot be quantified and it plays a big part in why I continue to stay with the agency.

Respondent 5: When I am allowed to leave anywhere from 1/2 hr to 45 minutes early on Fridays during the summer months and days before long weekends. We have summer picnic lunch for staff. Also if our kids are sick we don't have a hard time with leaving to get them or go to doctor’s office for appointments.

Respondent 6: Always room for advancement. Nothing stays the same. Incentives, not so much the money aspect. Seeing people’s lives change properly taken care of. Really seeing others happy and content.

Respondent 7: The agency's flexibility has been a major factor of why I’ve stayed here as an employee.

Respondent 8: Team work with staff, faculty and students a sense of family. I don’t feel intimidated. Our kids felt the safest then any other students. We are welcoming. We worked together and the kids see it.
Appendix C

Consent Form for Case Study

To: Host Non-Profit Employees
From: Kiya L. Brown, St. John Fisher College
Date: January 31, 2006
Subject: Research

My name is Kiya L. Brown and I am a graduate student at St. John Fisher College. I am currently pursing a Master of Science Degree in Human Resource Development. As part of the program requirement I have agreed to act as Organizational Development Consultant for a project at your organization. The primary focus is to discover what keeps valuable long tenured employees at a non-profit organization with increasing challenges and decreasing resources.

Your participation in this project will be in the form of an interview. Data will be seen only by the researcher and the project advisor. All responses from the interviews will be kept strictly confidential, seen by the researcher and project advisor only. Findings will be reported to your organization senior management in anonymous summary format only.

Your participation in this study implies consent and is greatly appreciated by the researcher and the organization.

If you have further questions regarding this study, please contact the researched listed above at (585) 704-4314 or the project advisor, Dr. Seth Silver at (585) 241-3038.
Appendix D

Commonly Asked Questions and Answers Sheet for Case Study

What is the project about?

To discover key indicators of job satisfaction in long tenured employees in non-profits organizations. To explore untraditional resources to reward employees. Explore new perspectives and strategically apply the information gained from the project.

What are you being asked to do?

Your participation will be in the form of an interview. The interview will be one on one and last approximately 60 minutes.

Are there any risks or discomforts?

The only risk of participating in this project is the inconvenience of taking the time to answer the questions and the possibility that some of the questions may lead you to disclose some negative feedback on your organization. Once again, all responses will be held completely confidential.

What are the possible benefits?

The benefits to this study include a better understanding of how non-profit organizations can motivate and retain long-tenured employees. The findings will be shared with each participating organization in the hope that they will apply the “lessons learned” Findings from the study will also be shared with HRD practitioners.

Will my privacy be protected?

All information gathered from interviews is confidential and will be used for the sole purpose of gathering information for this study. Your name will not be recorded or used. Confidentiality and anonymity will be maintained during all methods of research. These findings will be kept for approximately one year in the researcher’s possession, lock and key. At that time, the information will then be destroyed.
Whom do I contact if I have further questions?

You may call Dr. Seth Silver, project advisor, St. John Fisher College at (585) 241-3038.

You may also contact Kiya L. Brown, project facilitator, St. John Fisher College at (585) 704-4314.
Appendix E

Institutional Review Board

Kiya L. Brown

St. John Fisher College

Masters of Science in Human Resources Development

March, 2007
An Examination of Long Tenure in Non-Profit Organizations Keeping Valuable Employees with Diminishing Resources. A Case Study of Retention of Quality Workers in Non-Profits.

Introduction

Many Non-profit organizations lack in the ability to compensate their employees to induce long tenure with good employees. For-profit organizations have some advantages when it comes to inducing tenure, by using “golden handcuffs”. That is, for-profit organizations have the opportunity to attract and keeps the best and brightest by offering bonuses and routine pay increases to keep good employees for long terms of employment. According to research conducted by the Bureau of Labor Statistics of the U.S. Department of Labor, (2004) the average American worker changes employers every 4 years. How can non-profits accomplish the goal of keeping good employees for periods of 10 years or longer with the said disadvantages?

What is a Non-Profit Organization?

A Non-profit organization can clearly be described as entity that is conducted or maintained not for the purpose of making a profit.

Purpose

The purpose of this case study is to evaluate the key reasons long tenured employees have stayed in three non-profit organizations, despite the ongoing lack
of resources or assurance of employment. What are the true reasons employees come to work each day, given these significant challenges.

Research Questions

Q1. What are some of the factors that help lead long-tenured employees at non-profit organizations to stay?

Q2. Given the limited resources of non-profits, what inexpensive or non-monetary means are available to promote long-tenure?

Q3. Given findings of the previous questions what advice or recommendations can be made to non-profits to help encourage/support retention of valued employees?

Methodology

A convenience sample of at least three non-profit organizations will be asked to participate in the study. Each must have at least three employees who have worked for the organization for at least 10 or more years. A presentation will be given to the potential sponsors about the objective of the study. After the potential sponsors agree to participate in the study, a consent form (see Appendix C) will be completed.

Information will be gathered with the assistance of the Human Resource Department about employees that fit the criteria of 10 or more years at the given organization. Interviews will be scheduled during the work week. The information gathered from the questions of the study will be analyzed based on
common themes from the responses. Recommendations and feedback will be offered to the organizations in the form of a report.

All information gathered will be stored under a locked secure location. The identity of the volunteers and responses given will remain confidential. The notes from the study will be destroyed after a 6-month period. There is no harm or little risk for the study participants.

Confidentiality, Anonymity and Security of the Survey

The participants of this study will be provided with a letter of consent to participate in this study. It will clearly state that their feedback from the interview will remain strictly confidential and anonymous. Furthermore a fact sheet about the study will be provided to answer any further questions or concerns of the participant (Appendix C). The researcher and project advisor will be the only parties privileged to the feedback received from the interviews. Confidentiality and anonymity will be maintained during all methods of research.

Dissemination

This is a Master’s Thesis Project. All information obtained and shared will be for the sole purpose of research.

Disposition of Data

After completing all interviews and other related data will be kept in a secure location in the researcher’s home for approximately one year. At that time,
the research and related materials will be disposed of using a shredding machine.

Conclusion

The goal in interviewing the individuals with long tenure at Non-profit organizations is to reveal the motivation, purpose, and drive to stay when resources are scarce. This can assist Non-profit organizations with capitalizing on the findings to facilitate good long-tenured employees and assist in finding ways to reduce turnover. Assist with promoting tenure in non-monetary ways with employees.